



**IDAHO DEPARTMENT OF LANDS**

**STRATEGIC PLAN**

**FY2008 - FY2012**

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## **MISSION**

**Manage endowment trust lands to maximize long-term financial returns to the beneficiary institutions; provide protection to Idaho's natural resources.**

## **VISION**

**We will be the leader in natural resource management in Idaho by empowering our employees to make decisions, rewarding their creativity, and providing them with the resources necessary to achieve our mission.**

**IDAHO DEPARTMENT OF LANDS  
SUPPORT SERVICES DIVISION**

**PURPOSE**

Provide key services and critical management information in support of the overall activities of the Department. Develop policy and procedures that are in compliance with state statutes and that provide for the most efficient and effective delivery channels. Provide planning oversight and assist Area personnel with the optimization of endowment assets to ensure the maximum long-term financial return for endowment beneficiaries.

Goal	Objectives	Strategies	Measures
1. Enhance organizational effectiveness	1. Provide timely, defensible data and information to guide department decisions	a) Develop a user driven, comprehensive management information systems plan that prioritizes information development and distribution	Scope and implement system modifications necessary to track revenue and expenditures by the WSLCA uniform asset types [FY07-FY08]
			Implement enterprise GIS implementation plan [FY08-FY09]
			Upgrade, maintain and fully utilize core financial systems to ensure a common infrastructure and reporting platform [FY07-FY08]
			Scope and incorporate all endowment programs into common financial software [FY08-FY09]

**IDAHO DEPARTMENT OF LANDS  
SUPPORT SERVICES DIVISION**

Goal	Objectives	Strategies	Measures
		b) Develop and implement financial criteria to evaluate endowment land assets and activities	<p>Work with bureaus and program managers to develop simple, specific financial metrics to evaluate asset performance [FY07-FY08]</p> <p>Work with the Endowment Reform Review Task Force to develop and gain Land Board approval for comprehensive asset management guidelines [FY07-FY08]</p> <p>Design and implement a budget development panel to educate managers on agency budget and legislative processes [FY07, ongoing]</p>
2. Attract and retain a well trained workforce	1. Ensure current and future needs of the Department mission are met	a) Develop and implement programs and processes by which the best available talent (external or internal) is acquired and deployed.	<p>Build an internship program which establishes the Department of Lands as a preferred employer, highlighting the opportunities to gain valuable hands-on experience [FY07, ongoing]</p> <p>Develop an efficient and effective process to increase the skills and competencies of our interview teams to ensure that we identify talent which best fits Department objectives, culture and skills requirements [FY08]</p> <p>Meet with University of Idaho to help influence curriculum so that it includes course content designed to prepare graduates for department employment [ongoing]</p>

**IDAHO DEPARTMENT OF LANDS  
SUPPORT SERVICES DIVISION**

Goal	Objectives	Strategies	Measures
		b) Design and implement a succession management plan that aligns leadership and talent with Department objectives and needs	Complete senior management position assessment schedules [FY08]
			Enter into agreement with Idaho and other universities to develop and deliver department targeted continuing education courses. [FY08]
			Develop and implement tools that will provide employees with a foundational methodology for leading, managing and participating on high performance teams [FY07-FY08]
			Create and implement a career development system that provides opportunities for career mapping and advancement of KSAs [FY08]
	2. Promote a supportive environment to engage employee contributions to the Department's mission and objectives	a) Continue support of the Department's formal and spontaneous employee recognition programs	Employee of the year award and at least one spontaneous recognition event per Supervisory Area each year [FY07, ongoing]
		b) Design feedback loops to gather "employee experience" information	Review and refine the new employee on-boarding process [ongoing]  Evaluate and enhance collection and distribution of employee feedback related to turnover, communication, general satisfaction [FY08]

**IDAHO DEPARTMENT OF LANDS**  
**FOREST RESOURCES DIVISION**  
Bureau of Forest Management

**PURPOSE**

To manage endowment trust forest lands to maximize long-term financial returns through continuous growth of the forest resource and sale of forest products based on land capabilities and Best Management Practices.

Goal	Objectives	Strategies	Measures
3. Provide Program Support	1. Adjust the endowment trust forest land base to capitalize on non-traditional revenue producing opportunities	a) Identify forest trust lands that have a higher and better use based on changing market conditions and regional land-use studies	Develop procedures to guide assessment of individual forest land parcels and the criteria to determine when a parcel is more valuable to the endowment trusts in a non-traditional use. [FY08]
		b) Secure permanent access to endowment trust forest land	Acquire of at least five permanent easements per year [ongoing]
	2. Ensure consistent, high quality internal information	a) Provide programmatic training opportunities and guidance to Supervisory Area personnel.	Coordinate a minimum of three program based training opportunities per year [ongoing]
		b) Provide technical and administrative support to Supervisory Areas.	Ensure maintenance of procedures manuals designed to assist field personnel in consistent administration of the endowment trust forest management program. [ongoing]
			Assist the Supervisory Areas with stand management treatment plans which will achieve forest management goals and production targets set for the forest land trust asset. [ongoing]

**IDAHO DEPARTMENT OF LANDS**  
**FOREST RESOURCES DIVISION**  
Bureau of Forest Management

Goal	Objectives	Strategies	Measures
2. Provide Program Leadership	1.Ensure forest management practices that maximize financial return and foster healthy forest conditions.	a) Classify and inventory both the primary and secondary forest land base.	Complete re-classification and re-measurement of the forest land base on a rotating five-year basis. [ongoing]
		b) Adjust harvest levels based on the Forest Inventory data and Supervisory Area input.	Increase tree growth and wood production on primary forest land through cultural practices to increase trust income. [ongoing]
	2.Improve the unit price paid for forest products from endowment trust forests.	a) Identify key correlative drivers for stumpage values received on state timber sales.	Complete analysis of historical pricing data of Department timber sales to identify key correlative drivers for stumpage values received on state timber sales.[FY08]
			Develop and maintain a database of mill owner, location, and log volume consumption and species and log size class preference(s) [ongoing]
	3.Provide defensible data and information regarding endowment forest land management.	a) Reliably forecast revenue stream of proposed and active state timber sales, by endowment.	Contract a feasibility study of historical revenue streams and possible tools for forecasting revenue streams and quantifying reliability of forecasts. [FY08]

**IDAHO DEPARTMENT OF LANDS**  
**FOREST RESOURCES DIVISION**  
Bureau of Forestry Assistance

**PURPOSE**

To assist landowners in meeting their management objectives by providing up-to-date, practical forestry related expertise, and to ensure consistent, risk targeted application of regulatory programs.

Goal	Objectives	Strategies	Measures
4. Provide Program Support	2. Ensure consistent, high quality internal information	a) Provide information exchange and training materials to Department field personnel	Six intranet posted articles on a current forestry topics per year [ongoing]
		b) Ensure consistent statewide administration of the Forest Practice Act	Conduct one inspection calibration training session for Forest Practices Advisors each year [ongoing]
	3. Provide a sound, state based funding foundation for forestry assistance programs	b) Cooperate with stakeholders and partners to review program goals and effectiveness	Complete a study designed to identify priority programs [FY07-FY08]
		b) Shift program funding to a dedicated, user funded account	In conjunction with stakeholders, identifying opportunities for benefactor based fee structures [FY07-FY08]
		c) Perform physical Forest Practices Act compliance inspections	Complete risk based inspections on at least 50% of all operations statewide [ongoing]

**IDAHO DEPARTMENT OF LANDS**  
**FOREST RESOURCES DIVISION**  
Bureau of Forestry Assistance

Goal	Objectives	Strategies	Measures
3. Provide Program Leadership	1. Ensure consistent, high quality external information to non-industrial private landowners	a) Maintain mailing lists	Keep mailing lists current and up-to-date [ongoing]
		b) Develop information linking active, responsible forest management and forest health	Annually publish material in six State Forester Forums on current forestry topics [ongoing]
		c) Develop interactive, internet based training programs	Complete feasibility study for interactive training modules [Ongoing]
			Scope development of interactive training website [FY08]
	2. Ensure that the purposes of the Forest Practices Act and its supporting regulations are delivered in a practical, understandable manner	a) Provide training opportunities for non-industrial private landowners and operators	Develop and maintain web based training and information modules [FY09; ongoing]
			Conduct a minimum of three FPA training sessions annually; targeting diverse locations [ongoing]
b) Develop partnerships to enhance the credibility and currency of information regarding the impacts and contributions of forestry on Idaho citizens		Develop an integrated, comprehensive forest management data report; published annually by 12/31/xx each year [FY07-FY08]	

**IDAHO DEPARTMENT OF LANDS  
LANDS – MINERALS – RANGE DIVISION**

**PURPOSE**

To provide timely and accurate professional assistance, technical expertise, and management of information to internal and external customers while promoting long-term revenue generation and environmental stewardship.

Goals	Objectives	Strategies	Measures
1. Provide Program Leadership	1. Ensure consistent, high quality policy information	a) Establish and communicate strategic program direction and policies	Draft streamlined land purchase policy to significantly reduce process time [FY07-FY08]
			In conjunction with the Asset Management Team, draft streamlined, workable property acquisition and disposal strategy [FY07-FY08]
		b) Network with other agencies and states to obtain ideas for change and improvement	Establish at least two joint meetings with other agencies or neighboring states to facilitate idea exchange [FY07, ongoing]
	2. Promote land management strategies and practices that maximize financial return and foster healthy asset condition	a) Classify land by asset type to allow ease in analyzing trends and anticipating change in specific performance	Reclassify leases and instruments to conform with WSLCA pilot asset type reporting project to allow uniform benchmarking [FY08]
		b) Adjust rate structures and examine management costs by asset type to match market performance ranges	Compare performance with other Western states and make recommendations to optimize net revenue [FY08-FY09]

**IDAHO DEPARTMENT OF LANDS  
LANDS – MINERALS – RANGE DIVISION**

Goals	Objectives	Strategies	Measures
	3. Provide defensible data and information for land management decisions and recommendations	a) Identify key information and reports necessary for decision making (financial and non-financial)	Work with MIS to catalog existing stand alone financial databases and functionality [FY07-FY08]
			Work with MIS to identify GIS needs; layers [FY07-FY08]
	4. Ensure consistent endowment and regulatory program delivery	b) Develop and/or strengthen quality control methods for LMR processes	Review at least two bureau processes each year to identify process improvement opportunities [ongoing]
		c) Audit for consistent program implementation	Audit at least two mineral leases annually; risk based selection [ongoing]
			Define an audit program for other endowment assets and regulatory programs [FY07-FY09]
2. Provide Program Support	1. Ensure consistent, high quality communication with internal and external customers	a) Provide training opportunities and materials to develop bureau and area staff	Identify and coordinate at least one detail assignment each year [FY07, ongoing]
		b) Foster consulting relationship between Area and Bureau staff	Establish visitation schedules as part of individual bureau staff performance evaluation criteria [FY07, ongoing]
		c) Develop and maintain policy and procedure manuals	Program managers complete updates to all program policy and procedure documents and deploy via the department Intranet [FY07, ongoing]

**IDAHO DEPARTMENT OF LANDS  
FIRE PROTECTION**

**PURPOSE**

To conserve and protect six million acres of private, state, and federal forest lands by preventing and/or suppressing all unwanted fires; to enhance forest management of state endowment lands by utilizing fire as a management tool; and to help communities better cope with wildfire in the wildland/urban interface.

Goal	Objectives	Strategies	Measures
1. Provide for Firefighter Safety	4. Ensure consistent, quality equipment, training and information to crews	b) Conduct fire district readiness reviews	Conduct spot checks on at least five district operations to ensure that firefighters are trained, equipped, and fit for safe and effective fire suppression assignments. [ongoing]
2. Provide Program Leadership	2. Ensure consistent, high quality policy information	a) Provide technical and administrative support to Supervisory Areas.	Ensure maintenance of procedures manuals designed to assist field personnel in consistent administration of fire management programs. [ongoing]
			Develop the Fire Management portion of the Intranet to deploy internal updates to manuals [FY07-FY08]
	2. Prepare agency and local government cooperators for a major fire event in the wildland urban interface	c) Facilitate the development of simulation/gaming exercises to train and develop skill sets	Design appropriate joint simulation exercises with at least one county per year [FY08, ongoing]
			Participate fully in the Idaho Fire Plan working group and encourage county fire committees [ongoing]

**IDAHO DEPARTMENT OF LANDS  
FIRE PROTECTION**

Goal	Objectives	Strategies	Measures
5. Provide Program Support	1. Ensure a consistent, secure funding source for the program to sustain “most efficient level”	a) Demonstrate to forest landowners and State Board of Land Commissioners the need to increase forest protection assessment	Maintain program cash-flow analysis and meet regularly with stakeholders to review the health of funding against service and safety levels. [minimum annual; ongoing]
		b) Explore alternative funding sources; including non-forested wildland assessments	Meet with federal cooperators and local county fire organizations at least annually [ongoing]

**IDAHO DEPARTMENT OF LANDS  
BOARD OF SCALING PRACTICES**

**PURPOSE**

Enforce log scaling (measurement) standards prescribed by statute and regulation.

Goal	Objectives	Strategies	Measures
2. Professional quality log scaling for the benefit of Idaho timber interests	2. Uniform log scale	c) Provide consistent measurement through the licensing and testing of scalers	Conduct minimum of two (2) scaling workshops annually to provide training [ongoing]
			Perform minimum of 120 check scales annually to ensure measurement standards [ongoing]